

GUIDE

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**BETTER PEOPLE ANALYTICS:
HOW TO SCALE
YOUR PEOPLE
DECISIONS**





Operationalizing people insights at scale is no longer optional—it's a business imperative.

The impact people have on business is no longer in question. The C-suite, stakeholders, and shareholders recognize that people are drivers of organizational effectiveness, putting more pressure on HR organizations and people analytics teams to provide critical people insights across the business. The ability to scale people analytics and empower decision-makers with insights across organizations has never been more pressing.

Business impact doesn't come from a single leadership decision—it results from many day-to-day, evidence-based talent decisions. People insights, once reserved for HR leaders, HR business partners, and senior business leaders, are becoming more accessible to people managers—and the business impact is significant. When managers have access to people insights, organizations can realize enormous value amounting to nearly \$400 million in cost savings and almost \$200 million in revenue expansion.¹

Organizations that don't plan to accelerate—let alone start—their people analytics journey risk falling behind the pack. Adoption requires expanding—not just to new organizations—but to new kinds of decision-makers within the business.

In this guide, we break down the business benefits of delivering people analytics to the right decision-makers, share how organizations are using Visier to achieve business impact, and offer techniques to simplify your path to scaling analytics.

The anatomy of informed people decisions



Automation

Automation significantly helps reduce the manual burden of lengthy processes by delivering answers and insights instantly. Automation plays a key role in enabling managers to answer questions and perform tasks that once took significant amounts of time, such as accessing headcount information, pulling lists of starts and exits, and understanding who deserves a pay change.



Scale

Scale refers to the audience that people analytics will reach. Specifically, who can make decisions with the data and how often. Positive employee experiences are delivered through managers who are empowered to have conversations based on timely evidence and insights rather than gut feelings. This means that line managers, in addition to HR and senior management, need access to people insights.



The business benefits of scaling people analytics

The decisions that business executives, HR leaders, and line managers make every day have a cumulative impact on organizational performance. For instance, consider how biased decisions can affect diversity numbers over time, impacting employee engagement and putting an organization at higher risk of bad press—or even legal challenges. With recent SEC disclosure rules² for human capital measures, companies can be sued by shareholders over people issues, such as pay inequity, that impact share price.

Highly impactful HR organizations apply people analytics with an outside-in lens to answer critical business questions. The ability to drive key decisions with speed and precision requires a foundation of data and people analytics at scale to get critical people insights into the hands of the right decision-makers across the business.

Baptist Health, for example, uses Visier to give leaders the information they need to effectively lead their teams. They're also using people analytics to deepen conversations between HR and Finance resulting in better, data-driven decisions that guide the overall business. Steve Rudolf, System Vice President at Baptist Health, shares,

"We're peeling back the onion to better understand what's happening within our organization, and we can use that data to drive the business to where it needs to go. We aren't just following our guts. By using data, we can make informed decisions and then make sure those decisions are achieving the intended results".³

With the right approach, business leaders can feel secure knowing they provide the right people with the best possible insights.

Properly scaled people analytics put insights into the hands of all the right decision-makers

By implementing Visier, Standard Bank Group saw:⁴



5000

managers become more effective with easily accessible insights



1000s

of work hours saved thanks to improved workforce planning



We strongly believe that when our people **adopt or make use of insights, the quality of their decision-making actually increases** and that **better decisions make us a better organization increasing our value.**⁵



Laura Stevens
VP Global Strategy, Analytics & Employee Experience
Royal DSM



3 steps for decision-making with people analytics

With people analytics, leaders have access to the insights they need to back up their instincts with facts and data-driven strategies that help their organization grow.

People analytics show your data in one view so you can answer and act on important questions, and answer questions you haven't thought of to avoid unintentional biases that contribute to bad business decisions. There's a process managers can follow to solve day-to-day talent issues that arise within their teams: Ask, Act, Align.

For one Visier customer, a technology organization, pay is a key factor in retaining the best people, meeting deadlines, and building the business. However, when the organization let managers make their own decisions around pay increases, it led to inequity, dissatisfaction, and churn among employees. To address this issue, they implemented a framework that enabled managers to make more informed compensation decisions using the following steps:

1 Ask

Using Visier, managers and HRBPs can ask questions like: How does the pay of this individual (salary and benefits) compare to their peers within and outside their team?

2 Align

With people analytics, managers and HRBPs are able to make informed pay decisions that align with the market and internal compensation structures without having to involve a large group of people and custom data work in every decision.

3 Act

Managers are prepared to have better conversations with teams about compensation and can act with confidence. The only work required from the technical team was to ensure the data in the core data model was up-to-date and correct.



Asking the right questions and understanding the impacts are critical. The questions will differ based on your audience. The Head of HR will be more concerned with overall attrition trends, for example, than a manager. With Visier, you can answer questions and provide insights tailored to every role.





Simplify your path to scaling

When getting started with people analytics, HR teams often face a tough choice: build a people analytics platform or purchase one.

Building a platform from scratch can seem appealing, but this approach comes with hidden costs. What seems like a straightforward project often turns out to be a much larger and costlier endeavor, requiring additional software licenses, IT resources, data infrastructure, domain expertise, maintenance, R&D, and much more.

Packaged people analytics platforms can get you from raw data to critical insights much faster than building from scratch, and with the right platform, you can make customizations when you need to. Look for a system that can ingest data from all of your HR, people, and business data sources. This will make it faster to access insights specific to your organization, and easier to use those insights to make decisions in the flow of your business.

And don't worry about having perfectly clean data. A sound, reliable system will work with your data—and might even help you find hidden data errors, fix data quality issues, and overcome data challenges more quickly.⁶

Visier People® Essentials includes the Visier platform, an expertly-curated mix of pre-built people analytics content and metrics, and the services you need to start, enhance, and scale your people analytics. Out of the box, **Essentials** includes content and metrics for seven high-impact areas:

1. Headcount & Movement
2. Budgeted Compensation & Workforce Cost
3. Turnover & Retention
4. Requisitions (Talent Acquisition)
5. Diversity & Inclusion
6. Employee Engagement
7. HR Effectiveness

Build on **Essentials** with additional analytics capabilities, like workforce planning, employee experience, or advanced talent acquisition metrics, to have the right people analytics and insights for your organization. As your needs evolve, Visier can grow and scale with you. Simply add the additional analytics capabilities you need, when you need them.



**SPOTLIGHT |
SUNSTATE EQUIPMENT**

Two-month time to value

When Sameer Raut first joined Sunstate Equipment as the company’s Director of HRIS, he knew he needed to implement a people analytics solution that could deliver impactful insights without requiring him to build the whole system from the ground up. Using Visier, Sunstate instantly went from ineffective, basic reports to robust dashboards and powerful visualizations. Just two months after implementation, Sunstate had enough information and insights to yield value and make data-driven decisions.⁷



The best of both worlds

Many organizations assume they have to build their analytics applications from scratch and embark on a build vs. buy analysis. However, doing one or the other isn’t always the answer—oftentimes it’s both.

A build and buy approach has its benefits, including faster time to value, deeper insights, and a lower cost compared to building alone. As your business grows and the workforce evolves, you need the capability to scale your people analytics quickly. Visier’s people-focused analytics platform offers the foundation and flexibility to build or extend your people analytics solution to support the needs of your business.

Building with Visier provides:



Faster time to value



Improved usability



Deeper insights



Increased scalability



Lower total cost



We realized that the **ultimate beneficiary of people data** is not the HR organization, but **people leaders**. We are responsible for leading the teams to the level of business goals and creating a positive people experience. In order to do this well, **they need to be empowered** to become **more data-driven in their decision-making process**.⁸



Ampie Swanepoel
Head of Workforce Insights Value Management, Standard Bank Group



How to select the right people analytics partner

Picture this: all of your key decision-makers are able to quickly answer their most pressing talent questions, have more meaningful conversations with teams, and take evidence-based action. But getting to this point requires the right technology environment. When evaluating whether a particular vendor can meet your needs, ask the following:

? Does the solution provide standardized cross-company benchmark data?

With Visier, you can compare your performance to benchmark datasets from 20,000+ organizations so you can make informed business decisions with impactful HR metrics.

? Does the solution provide the ability to integrate data from multiple systems (e.g. HRIS, performance management, compensation, applicant tracking, etc.)?

The best people analytics systems integrate with multiple data sources so you can pull in and visualize the data you need from any source.

? Does the vendor provide tightly linked security based on existing HR knowledge?

Unlike a classic data warehouse, the best people analytics vendors have secure, governed access and role-based permissions for users and content. This simplifies security management and the distribution of analytics to managers across the organization.

? Does the vendor provide topical and market-reactive content?

Visier stays current with the latest regulations and changes to best practices across HR worldwide, like evolving SEC regulations and the EU Corporate Sustainability Reporting Directive (CSRD). We deliver relevant and topical analysis and insight to keep your business ahead of these changes.

? Is the vendor conscientious about data governance and protection?

With GDPR and CCA, the rules for governance are changing quickly. An informed partner will help ensure you remain compliant.



Data security and transparency

Visier takes a holistic approach to protecting customer data. Our practices draw upon industry best practices, global regulations, and information security and data privacy frameworks. Our Information Security, Data Privacy, Legal, and Governance, Risk, and Compliance (GRC) teams work closely together to ensure we always:

- Meet applicable legal and regulatory obligations,
- Maintain and enhance a robust internal control environment
- Fulfill the commitments we made to our customers



Driving business impact with people analytics at scale

As the workplace continues to evolve and shift, getting people insights into the right hands across the business is critical. Generative AI is quickly changing the way we work, from reducing manual workloads with interactive chatbots to shaping existing roles and new skills.

Regulations surrounding topics like pay equity and human capital disclosures continue to evolve at state and federal levels. To keep up with the speed of change and the future of work, senior leaders and people managers across the business need direct access to people insights to make timely, strategic decisions. This makes them more effective in all employee lifecycle activities—hiring, developing, and retaining key talent—and drives meaningful actions that positively impact the business.

Take a **self-guided product tour** today.





Endnotes

1. Unlocking Manager Effectiveness: The Next Driver of Value. Visier. <https://www.visier.com/lp/manager-effectiveness-report/>
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3. Customer Story: Baptist Health. Visier. <https://explore.visier.com/customers/baptist-health/>
4. Customer Story: Standard Bank Group. Visier. explore.visier.com/standardbank-group/
5. Customer Story: DSM. Visier. <https://explore.visier.com/dsm/>
6. 5 Myths About People Analytics—Debunked. Visier. <https://www.visier.com/lp/myths-about-people-analytics-answered/>
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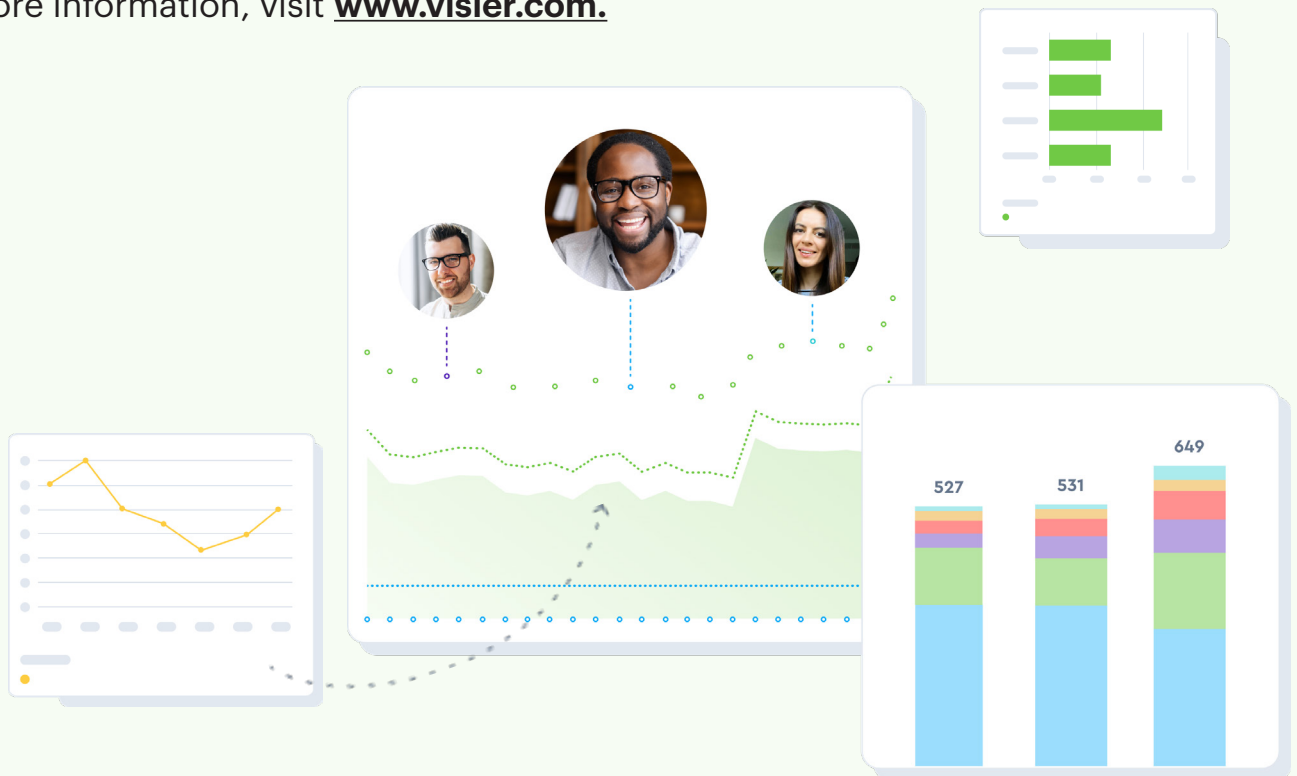
About Visier

Visier is the recognized global leader in people analytics, providing on-demand answers to people-powered businesses.

Behind every great brand, product, or idea is the Human Truth, and the Visier People Cloud reveals the fundamental questions and actionable truths capable of elevating your employees—and your business—to new heights.

Founded in 2010 by the pioneers of business intelligence, Visier has over 25,000 customers in 75 countries around the world, including enterprises like BASF, Bridgestone, Electronic Arts, McKesson, MerckKGaA, and more. Visier is headquartered in Vancouver, BC with offices and team members worldwide.

For more information, visit www.visier.com.





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